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SPECIAL REPORT
on
CIA GRADUATES OF SENIOR SCHOOLS

INTRODUCTION

This report presents information about all of the CIA officials whose attendance has been sponsored by the Agency at the following senior schools during the years shown:

National War College	1949-1964
Senior Seminar, FSI	1958-1964
Army War College	1952-1964
Naval War College	1951-1964
Air War College	1952-1964
Industrial College	1952-1964

The report begins with a brief commentary, then presents a separate TAB for each school in the order listed above. Each TAB contains:

- (1) A short background note on the school and comments about the CIA students who attended.
- (2) A class roster, arranged chronologically, with a brief resume on each student showing: his grade and assignment at the time he attended the school, his subsequent assignments, and his present grade and assignment.
- (3) Information about the distribution of graduates among the Directorates of the Agency, and a special note about those who have resigned or been separated.
- (4) The promotion record of graduates.

BACKGROUND

In 1948 CIA obtained permission from the Chairman of the Joint Chiefs of Staff to send one officer each year to the National War College. From that beginning came a systematic program involving the selection and sponsorship of career officers at all of the senior military schools and, since its founding in 1958, at the FSI Senior Seminar. (In addition, CIA has also treated the Harvard Advanced Management Program as a "senior school" and sponsored 26 officials there.) This highly selective external training program was conceived as a key element in the Agency's development program for senior careerists. And it has employed systematic annual quotas in the management of the program.

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GROUP 1
EXCLUDED FROM AUTOMATIC DOWNGRADING

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Procedures used in selecting candidates for the senior schools have evolved through the years. From 1949 to 1956 candidates applied in open competition to a panel (appointed by the Director of Training for most of this period) that recommended the final selections (through the Career Council during most of the period) for DCI approval. After 1956 candidates no longer applied for senior schools; they were nominated by the Deputy Directors. The screening panel was dropped in 1957 and this function assumed by the Career Council. Then in 1962, with the abolishment of the Career Council, the task of screening candidates from among those nominated by Deputy Directors and other Senior Officials was given to an ad hoc committee chaired by the Director of Personnel and composed of a representative from each of the Deputy Directorates, plus the Executive Director and the Director of Training. In 1963 this ad hoc committee evolved into the Training Selection Board, chaired by the Director of Training, which has current responsibility for screening senior school candidates.

COMMENTARY

Since 1949 CIA has sponsored the attendance of 137 officers at the 7 senior schools (including Harvard). All but 20 of these officers are still with CIA. In the statistical tables that follow an effort will be made to show:

- (1) the extent to which each Directorate has taken advantage of the training and developmental opportunities offered by the senior schools;
- (2) the present distribution, by grade and career group, of the graduates currently employed in the Agency;
- (3) the reasons why 20 graduates have left the Agency.

How Directorates Have Used Senior Schools

The 137 CIA officers who have attended senior schools were sponsored by their career groups as follows:

	<u>DCI</u>	<u>DDI</u>	<u>DDP</u>	<u>DDS</u>	<u>Total</u>
National War College	1	19	14	7	41
Senior Seminar, FSI			6		6
Army War College		9	5	4	18
Naval War College		8	2	3	13
Air War College		4	4	5	13
Industrial College		8		13	21
Harvard AMP		7		19	26
TOTAL	1	55	31	51*	138*

[REDACTED] a DDS careerist who resigned in 1961 attended both the Industrial College and Harvard. Thus the number of DDS and Agency graduates exceeds by 1 the number of officers involved.]

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Present Distribution of Senior School Graduates

The 117 senior school graduates still with CIA have undergone a few switches in career groups since they attended:

DCI has gained 3 DDS members
 DDS&T has gained 7 DDI members
 DDP has gained 5 members, 3 from DDI and 2 from DDS

Thus, their distribution by grade and career group is now as follows:

Grade 1 July 64	DCI	DDS&T	DDI	DDP	DDS	Total
GS-18	3	1	4	1	4	13
-17	1	2	5	6	7	21
-16		1	5	6	12	24
-15		3	14	13	9	39
-14			6	7	6	19
-13				1		1
Total	4	7	34	34	38	117

Why Graduates Have Left CIA

The 20 CIA officials who left the Agency after having graduated from one of the 7 senior schools did so for the following reasons:

- 8 - better career opportunity in another Federal agency
 - 5 - better opportunity in private industry
 - 3 - terminated by CIA
 - 2 - resigned after reduction in grade
 - 1 - disability retirement
 - 1 - retirement for age
- 20

Another Perspective

In view of the outstanding training and developmental opportunities offered by the senior schools, and the very restricted student quotas available to CIA, the natural conclusion is that the Agency should invest these opportunities with exceeding care. Has it? Obviously, no conclusive answer to that question is possible.

However, it is interesting to compare the numbers of senior officials who have been "eligible" for the schools with the numbers who have actually gone. For this comparison we have selected all supergrade employees who on 31 December 1963 were 40-54 years of age and have served with the Agency at least 5 years except: medical officers, and individuals employed under con-

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ditions of cover or security that precluded consideration for senior schools. The number of male GS-15's meeting the same age and service criteria have been estimated. Then we have shown, by grade and career group, the number of officers in each category who actually attended a senior school. Here are the results for the 3 major Directorates:

<u>DDI</u>	<u>"ELIGIBLES"</u>	<u>GRADUATES</u>	<u>NON-GRADUATES</u>
GS-18	6	3	3
GS-17	13	5	8
GS-16	30	4	26
GS-15	105	14	91

<u>DDP</u>			
GS-18	18	1	17
GS-17	27	4	23
GS-16	55	6	49
GS-15	245	13	232

<u>DDS</u>			
GS-18	5	4	1
GS-17	13	8	5
GS-16	32	12	20
GS-15	120	9	111

To the foregoing should be added the fact that 18 graduates are still GS-14 and one is still a GS-13.

Recap

During the past 16 years, CIA has sponsored the attendance of many outstanding officers at the 7 senior schools. In reviewing the attached TABS, it is difficult, however, to avoid the conclusion that a much closer tie to the Agency's personnel development program could have been achieved in our selection processes. For the real question is not whether we selected good candidates to attend these schools, but rather whether we selected our best.

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A

CIA GRADUATES OF THE NATIONAL WAR COLLEGE
(1949 - 1964)

BACKGROUND

The National War College was established in 1946 to assist in preparing career officers in the military services and the State Department for positions of broad responsibility in their respective departments. From the outset, however, the student body (of about 130 a year) has also included a few representatives of other agencies such as NSA, Commerce, BOB, etc. CIA obtained permission for one of its officers to attend in 1948 and has had an established quota since that time. In 1951 the quota was set at 3 per year where it still remains despite several attempts to increase it slightly.

Admission requirements at NWC call for candidates between 35-45 years of age who have a college degree or its equivalent and hold the grade of GS-14 or higher. (In practice, CIA generally considers only candidates GS-15 or higher because military participants are very rarely below the rank of full Colonel.) The course is for 10 months, beginning each August.

COMMENTS

41 CIA officers have now attended the National War College, 33 of them having been sponsored by DDI or DDP. Seven of the graduates are no longer with the Agency. The 34 who remain represent an impressive group of senior officials. The group includes the Inspector General, 3 Assistant Deputy Directors, 2 Assistant Directors, 1 Deputy Assistant Director, the Deputy General Counsel, 4 key station chiefs, and 11 other officials of supergrade rank.

While there have been some noticeable differences in the rate of advancement among graduates following their attendance at NWC, the group as a whole appear to have been generally well selected. Only one obvious exception appears -- [REDACTED] who was terminated by DDP.

Clearly, the DDI has been the most aggressive Directorate in taking advantage of NWC, both in the numbers of students sponsored and also in their competitive selection. DDS has sent the fewest students, preferring to make relatively greater use of other senior schools.

TAB A

Three parts of TAB A follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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Grade Distribution - By Career Groups

<u>Career Group</u>	<u>18</u>	<u>17</u>	<u>16</u>	<u>15</u>	<u>Total</u>
DCI	2*				2
DDS&T	1*		1*		2
DDI	3	1	2	5	11
DDP	1	6*	1	6*	14
DDS		2	3		5
	<u>7</u>	<u>9</u>	<u>7</u>	<u>11</u>	<u>34</u>

<u>Career Group</u>	<u>17</u>	<u>16</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>Total</u>
DCI				1		1
DDI		2*	16*		1	19
DDP		3	9	2		14
DDS	1*	1	5*	—	—	7
	1	6	30	3	1	41

DDS to DCI (and GS-17 to 18)
from DDI to DDS&T (and GS-16 to 18)
DDI to DDS&T (GS-16)
DI to DDP (and GS-15 to 17)
DDS to DDP (GS-15)

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PROMOTIONS OF GRADUATES OF NATIONAL WAR COLLEGE

PROMOTIONS	TOTAL 41	NAMES	CLASS	GRADE AND CAREER GROUP AS OF ATTENDANCE PRESENT	
FOUR GRADE	1		1948-49	GS-14, DCI	GS-18, DCI
THREE GRADE	5		1949-50	GS-15, DDI	GS-18, DDI
			1951-52	GS-15, DDI	GS-18, DDI
			1951-52	GS-14, DDP	GS-17, DDP
			1952-53	GS-15, DDI	GS-18, DDI
			1953-54	GS-15, DDP	GS-18, DDP
TWO GRADE	7		1952-53	GS-15, DDI	GS-17, DDP*
			1954-55	GS-15, DDP	GS-17, DDP
			1954-55	GS-15, DDI	RESIGNED '63
			1955-56	GS-15, DDI	GS-17, DDI
			1956-57	GS-15, DDI	RESIGNED '61
			1960-61	GS-16, DDI	GS-18, DDS&T*
			1962-63	GS-15, DDS	GS-17, DDS
ONE GRADE	13		1950-51	GS-13, DDI	RESIGNED '52
			1952-53	GS-16, DDP	GS-17, DDP
			1956-57	GS-17, DDS	GS-18, DCI*
			1956-57	GS-16, DDP	GS-17, DDP
			1957-58	GS-16, DDP	GS-17, DDP
			1957-58	GS-15, DDI	GS-16, DDI
			1958-59	GS-15, DDS	GS-16, DDS
			1958-59	GS-14, DDP	GS-15, DDP
			1959-60	GS-16, DDS	GS-17, DDS
			1959-60	GS-15, DDI	GS-16, DDI
			1960-61	GS-15, DDS	GS-16, DDS
			1961-62	GS-15, DDP	GS-16, DDP
			1961-62	GS-15, DDS	GS-16, DDS
NONE	15		1951-52	GS-15, DDI	RESIGNED '55
			1953-54	GS-15, DDS	GS-15, DDP*
			1953-54	GS-15, DDI	RESIGNED '59
			1954-55	GS-15, DDI	GS-15, DDI
			1955-56	GS-15, DDP	GS-15, DDP
			1957-58	GS-15, DDI	GS-15, DDI
			1958-59	GS-15, DDP	RESIGNED '63
			1959-60	GS-15, DDP	RESIGNED '62
			1960-61	GS-15, DDI	GS-15, DDI
			1961-62	GS-16, DDI	GS-16, DDS&T*
			1962-63	GS-15, DDI	GS-15, DDI
			1962-63	GS-15, DDP	GS-15, DDP
			1963-64	GS-15, DDP	GS-15, DDP
			1963-64	GS-15, DDP	GS-15, DDP
			1963-64	GS-15, DDI	GS-15, DDI

*CHANGE IN CAREER GROUP

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CIA GRADUATES OF THE SENIOR SEMINAR IN FOREIGN POLICY
(1958 - 1964)

B

BACKGROUND

In 1958 the Foreign Service Institute organized a Senior Seminar in Foreign Policy to prepare officials of the State Department and other foreign affairs agencies "for positions of high responsibility in policy recommendation and execution and in executive management roles at home and abroad." 25 members are admitted to each class which begins in August and extends for a full academic year; 17 of these members are Foreign Service Officers, 1 comes from each of the military services, and the remainder are civilian employees from State, USIA, CIA, AID, or other agencies. Since the school began, CIA has had an established quota of 1 student per year; however, this has now been raised to 2 beginning with the 1964-65 class.

Within the quotas cited, students proposed for the Senior Seminar must be: senior Foreign Service Officers, military officers with the rank of Colonel or higher, or civilians GS-15 or higher.

COMMENTS

Because of the relative newness of the Senior Seminar and the restricted student quota available, only 6 CIA members have thus far completed the course. All have come from DDP and each appears to have been chosen on a strictly competitive basis. All graduates have remained with DDP, and their assignments and progression since graduation indicate that the group is a strong one. Even though very little time has elapsed since the first member graduated, 3 of the group have already been promoted.

TAB B

Two parts of TAB follow:

1. The class roster
2. The promotion record of graduates

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PROMOTIONS OF GRADUATES OF FS1

PROMOTIONS	TOTAL 6	NAMES	CLASS	GRADE AND CAREER GROUP AS OF ATTENDANCE PRESENT	
ONE GRADE	3		1958-59	GS-15, DDP	GS-16, DDP
			1959-60	GS-15, DDP	GS-16, DDP
			1960-61	GS-15, DDP	GS-16, DDP
NONE	3		1961-62	GS-15, DDP	GS-15, DDP
			1962-63	GS-15, DDP	GS-15, DDP
			1963-64	GS-15, DDP	GS-15, DDP

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CIA GRADUATES OF THE ARMY WAR COLLEGE
(1952 - 1964)

BACKGROUND

The Army War College, founded around the turn of the century, exists to "prepare selected officers for command and high level staff duty" and "to advance inter-departmental and inter-service understanding." Until 1955 the college was operated in Washington but has since been located at Carlisle, Pennsylvania. By 1963 it could count a total of 4,444 graduates. Classes consist of about 200 members, 5 of whom are civilian officials of State, CIA, USIA, and NSA. Since 1952 CIA has had an established quota of 1 student per year and in several instances has been able to add a second student.

Admission requirements at AWC call for candidates 35-45 years of age with the rank of Lt. Colonel or Colonel or civilian grade GS-14 or higher. The course is for a full academic year beginning in August.

COMMENTS

18 CIA officials have completed the Army War College, 9 of them having been sponsored by DDI, 5 by DDP, and 4 by DDS. All but one of the group are still on duty in the Agency. Selection to the Army War College has apparently not been as competitive as that for other senior schools, for the records of its alumni are rather unimpressive. Only one, the first to graduate incidentally, has reached supergrade, and only 6 others are GS-15. So far, therefore, AWC has played a relatively minor role in the Agency's executive development program.

TAB C

Three parts of TAB C follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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ARMY WAR COLLEGE GRADUATES

Grade Distribution - By Career Groups

<u>Present Grade (1 July '64)</u>				
<u>Career Group</u>	<u>16</u>	<u>15</u>	<u>14</u>	<u>Total</u>
DDS&T		2*		2
DDI	1	2	4	7
DDP		1	4	5
DDS		1	2	3
	<u>1</u>	<u>6</u>	<u>10</u>	<u>17</u>

<u>Grade When Attending AWC</u>				
<u>Career Group</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>Total</u>
DDI	1	6*	2	9
DDP	1	4		5
DDS		3	1	4
	<u>2</u>	<u>13</u>	<u>3</u>	<u>18</u>

changed from DDI to DDS&T
and were promoted from GS-14 to 15.

NOTE: One AWC graduate has resigned. [REDACTED]
a DDS sponsored student who later became a DDP
careerist, resigned in 1961 as a GS-13 because he
was displeased at not having been promoted and was
dissatisfied with his career prospects.

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PROMOTIONS OF GRADUATES OF ARMY WAR COLLEGE

PROMOTIONS	TOTAL 18	NAMES	CLASS	GRADE AND CAREER GROUP AS OF ATTENDANCE PRESENT	
TWO GRADE	1		1952-53	GS-14, DDI	GS-16, DDI
ONE GRADE	6		1954-55	GS-14, DDI	GS-15, DDS&T*
			1955-56	GS-13, DDI	GS-14, DDI
			1955-56	GS-14, DDI	GS-15, DDI
			1956-57	GS-14, DDI	GS-15, DDS&T*
			1956-57	GS-13, DDI	GS-14, DDI
			1960-61	GS-14, DDS	GS-15, DDS
NONE	11		1953-54	GS-14, DDS	GS-14, DDS
			1954-55	GS-14, DDP	GS-14, DDP
			1957-58	GS-14, DDP	GS-14, DDP
		1957-58	GS-15, DDP	GS-15, DDP	
		1958-59	GS-13, DDP	RESIGNED 161	
		1958-59	GS-14, DDP	GS-14, DDP	
		1959-60	GS-14, DDI	GS-14, DDI	
		1959-60	GS-15, DDI	GS-15, DDI	
		1961-62	GS-14, DDS	GS-14, DDS	
		1962-63	GS-14, DDP	GS-14, DDP	
		1963-64	GS-14, DDI	GS-14, DDI	

*CHANGE IN CAREER GROUP

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CIA GRADUATES OF THE NAVAL WAR COLLEGE

(1951 - 1964)

BACKGROUND

Founded in 1884, the Naval War College at Newport, Rhode Island, claims to be the oldest institution of its type in the world. The "long course" to which CIA sends members began in 1911. Annual classes of about 160 contain members of other U.S. military services and civilian agencies as well as senior officers from the navies of other "free world powers." CIA has had an established quota of one student per year since 1951.

Admission requirements at NWC call for candidates 35-45 years of age with the rank of Commander or Captain or civilian grade GS-14 or higher. The course begins in August and continues for a full academic year.

COMMENTS

13 CIA officials have completed the Naval War College, 8 of them having been sponsored by DDI, 3 by DDS, and 2 by DDP; all but one are still on duty in the Agency. While the records of our Naval graduates are somewhat better than those of their counterparts at the Army War College, they are nevertheless still not impressive -- with the conspicuous exception of [REDACTED] now Vice-Chairman of the Board of National Estimates. Only one other NWC graduate [REDACTED] (GS-16) has reached supergrade. One member of the group, Mr. [REDACTED] who graduated in 1956, is still a GS-13! Thus the NWC, too, has so far played a relatively minor role in the Agency's executive development program.

TAB D

Three parts of TAB D follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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NAVAL WAR COLLEGE GRADUATES

Grade Distribution - By Career Groups

<u>Present Grade (1 July '64)</u>						
<u>Career Group</u>	<u>18</u>	<u>16</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>Total</u>
DDI	1		5			6
DDP			1	1	1*	3
DDS		1		2		3
	<u>1</u>	<u>1</u>	<u>6</u>	<u>3</u>	<u>1</u>	<u>12</u>

<u>Grade When Attending NWC</u>				
<u>Career Group</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>Total</u>
DDI	3	4	1*	8
DDP	1	1		2
DDS	<u>1</u>	<u>2</u>	<u>—</u>	<u>3</u>
	5	7	1	13

GS-13, changed from DDI to DDP

NOTE: One NWC graduate has resigned. [REDACTED]
[REDACTED] an economist, left in 1960 as a GS-14 to
join another Federal agency that offered broader
overseas opportunities in his field.

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PROMOTIONS OF GRADUATES OF NAVAL WAR COLLEGE

PROMOTIONS	TOTAL	NAMES	CLASS	GRADE AND CAREER GROUP AS OF ATTENDANCE PRESENT	
THREE GRADE	1		1951-52	GS-15, DDI	GS-18, DDI
ONE GRADE	4		1954-55	GS-14, DDI	GS-15, DDI
			1956-57	GS-14, DDI	GS-15, DDI
			1957-58	GS-14, DDI	GS-15, DDI
			1960-61	GS-15, DDS	GS-16, DDS
NONE	8		1952-53	GS-14, DDI	RESIGNED 160
			1953-54	GS-15, DDI	GS-15, DDI
			1955-56	GS-13, DDI	GS-13, DDP*
			1958-59	GS-15, DDI	GS-15, DDI
			1959-60	GS-14, DDP	GS-14, DDP
			1961-62	GS-15, DDP	GS-15, DDP
			1962-63	GS-14, DDS	GS-14, DDS
			1963-64	GS-14, DDS	GS-14, DDS

*CHANGE IN CAREER GROUP

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CIA GRADUATES OF THE AIR WAR COLLEGE

(1952 - 1964)

BACKGROUND

The Air War College, located at Maxwell Field, Alabama, is "designed to prepare senior officers for high command and staff duty." Annual classes have contained about 160 members but will be increased to about 275 beginning with the 1964-65 class. Students are drawn from other military services in addition to the AF and also contain civilian representatives of selected agencies. In 1952 CIA obtained an established quota of one student per year and raised this in 1963 to two per year.

Air War College admission requirements are similar to those of other service colleges: 35-45 years of age, military rank of Lt. Colonel or Colonel or civilian grade GS-14 or higher. The course begins in August and covers a full academic year.

COMMENTS

13 CIA officials have completed the Air War College, 5 sponsored by DDS, 4 by DDI, and 4 by DDP. Eleven graduates are still with the Agency and their number includes an Assistant Director, a Deputy Assistant Director, and 2 other supergrades. With the exception of [REDACTED] who was terminated in 1962, students at the Air War College appear to have been reasonably well selected.

TAB E

Three parts of TAB E follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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AIR WAR COLLEGE GRADUATES

Grade Distribution - By Career Groups

Present Grade (1 July '64)

<u>Career Group</u>	<u>17</u>	<u>16</u>	<u>15</u>	<u>14</u>	<u>Total</u>
DDS&T	1*				1
DDI	1		1		2
DDP		1	1	2	4
DDS		<u>1</u>	<u>3</u>		<u>4</u>
	2	2	5	2	11

Grade When Attending Air WC

<u>Career Group</u>	<u>16</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>Total</u>
DDI		1*	2	1	4
DDP	1	1	2		4
DDS		<u>2</u>			<u>2</u>
	1	7	4	1	13

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changed from DDI to DDS&T and was promoted from GS-15 to 17

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NOTE: Two Air War College graduates have left the Agency. a GS-15 DDS careerist, was terminated in 1962 for marginal performance. Mr. a GS-15 scientist, resigned in 1963 to join the Air Force because he considered his CIA career opportunities too limited.

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PROMOTIONS OF GRADUATES OF AIR WAR COLLEGE

PROMOTIONS	TOTAL 13	NAMES	CLASS	GRADE AND CAREER GROUP AS OF ATTENDANCE PRESENT	
FOUR GRADE	1		1953-54	GS-13, DDI	GS-17, DDI
TWO GRADE	1		1960-61	GS-15, DDI	GS-17, DDS&T*
ONE GRADE	3		1955-56	GS-14, DDI	RESIGNED '63
			1956-57	GS-14, DDI	GS-15, DDI
			1957-58	GS-15, DDS	GS-16, DDS
NONE	8		1952-53	GS-16, DDP	GS-16, DDP
			1954-55	GS-15, DDS	TERMINATED '62
			1958-59	GS-14, DDP	GS-14, DDP
			1959-60	GS-15, DDS	GS-15, DDS
			1961-62	GS-15, DDS	GS-15, DDS
			1962-63	GS-15, DDS	GS-15, DDS
			1963-64	GS-15, DDP	GS-15, DDP
			1963-64	GS-14, DDP	GS-14, DDP

*CHANGE IN CAREER GROUP

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CIA GRADUATES OF THE INDUSTRIAL COLLEGE

(1952 - 1964)

BACKGROUND

The Industrial College of the Armed Forces, founded in 1924, is managed by the Joint Chiefs of Staff as a senior military educational institution. Its curriculum considers "all phases of national and international political, economic, and military relationships and their relation to U.S. policy and strategy." The faculty and student body are drawn from all the military services "on an equal basis." In addition, since 1949 a few civilians from selected agencies have been included in the annual classes of about 160 members. In 1952 CIA obtained an established quota of one student per year and since 1958 has been able to send 2 or 3 students per year.

Admission requirements call for military rank of Lt. Colonel or Colonel or civilian grade GS-14 or higher. The course begins in August and covers a full academic year.

COMMENTS

21 CIA members have attended ICAF, 13 sponsored by DDS and 8 by DDI; only 15 are still with the Agency. For the first 9 years that CIA sent students to ICAF they came only from Logistics and selected offices of DDI. This may well have resulted from our failure to appreciate the broad scope of ICAF's program. In any case, our selection methods provided too restricted a competitive base and, as a consequence, some of our early candidates were not very strong.

TAB F

Three parts of TAB F follow:

1. The class roster
2. The distribution of graduates by grade and career group
3. The promotion record of graduates

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INDUSTRIAL COLLEGE GRADUATESGrade Distribution - By Career Groups

<u>Career Group</u>	<u>Present Grade (1 July '64)</u>			
	<u>16</u>	<u>15</u>	<u>14</u>	<u>Total</u>
DDS&T		1*		1
DDI		1	2	3
DDP		1*		1
DDS	<u>3</u>	<u>5</u>	<u>2</u>	<u>10</u>
	3	8	4	15

<u>Career Group</u>	<u>Grade When Attending ICAF</u>				
	<u>16</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>Total</u>
DDI		3*	5*		8
DDS	<u>1</u>	<u>8</u>	<u>3</u>	<u>1</u>	<u>13</u>
	1	11	8	1	21

[REDACTED] changed from DDI to DDP and was promoted from GS-14 to 15. [REDACTED] GS-15, changed from DDI to DDS&T.

NOTE: The following 6 graduates have left the Agency:

<u>NAME & CAREER COMPONENT</u>	<u>ICAF CLASS & GRADE</u>	<u>GRADE AT SEPARATION</u>	<u>REASON FOR LEAVING</u>
[REDACTED] DDI	1953 - 15	14 - 1961	Resigned soon after grade reduction based on performance.
[REDACTED] DDI	1954 - 14	14 - 1956	Disability retirement.
[REDACTED] DDS	1957 - 14	13 - 1959	Left soon after grade reduction for unwillingness to go overseas.
[REDACTED] DDS	1959 - 16	16 - 1961	Dissatisfied with career opportunities.
[REDACTED] DDI	1960 - 14	14 - 1962	Dissatisfied with career opportunities.
[REDACTED] DDS	1964 - 15	16 - 1964	To become senior State Department official.

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PROMOTIONS OF GRADUATES OF INDUSTRIAL COLLEGE

PROMOTIONS	TOTAL 21	NAMES	CLASS	GRADE AND CAREER GROUP AS OF ATTENDANCE	PRESENT
ONE GRADE	8		1954-55	GS-14, DDI	GS-15, DDP*
			1955-56	GS-13, DDS	GS-14, DDS
			1957-58	GS-15, DDS	GS-16, DDS
			1958-59	GS-14, DDI	GS-15, DDI
			1959-60	GS-15, DDS	GS-16, DDS
			1960-61	GS-15, DDS	GS-16, DDS
			1963-64	GS-15, DDS	RESIGNED '64
			1963-64	GS-14, DDS	GS-15, DDS
NONE	11		1953-54	GS-14, DDI	DISABIL. RET. '56
			1958-59	GS-16, DDS	RESIGNED '61
			1959-60	GS-15, DDS	GS-15, DDS
			1959-60	GS-14, DDI	RESIGNED '62
			1960-61	GS-15, DDI	GS-15, DDS&T*
			1961-62	GS-15, DDI	GS-15, DDI
			1961-62	GS-15, DDS	GS-15, DDS
			1961-62	GS-14, DDS	GS-14, DDS
			1962-63	GS-15, DDS	GS-15, DDS
			1962-63	GS-14, DDI	GS-14, DDI
			1963-64	GS-15, DDS	GS-15, DDS
DEMOTIONS	2		1952-53	GS-15, DDI	RESIGNED '61
			1956-57	GS-14, DDS	RESIGNED '59

*CHANGE IN CAREER GROUP

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